

City of Tempe Fire Department

2012-2013 Strategic Plan



City of Tempe Fire Department

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Tempe Fire Department 2011 Strategic Planning Process Summary

This document summarizes the outcomes of the Tempe Fire Department 2011 strategic planning process. The purpose of this process was to integrate the ideas of Fire Department leaders through a participatory process. As part of this process, Management and Labor identified a shared vision of success, conducted a SWOT analysis, received feedback from the community and from City of Tempe leaders, and identified several strategic directions that would be accomplished by specific objectives and strategies over the next five years.

Mission Statement

Prior to the November 2011 meeting, the Fire Department established their mission that guided the planning process.

We, the members of the Tempe Fire Department, dedicate our efforts to provide for the safety and welfare of the public through preservation of life, health, property, and the environment.

Vision Elements

The first part of the strategic planning process involved the creation of a vision for the Fire Department. Management and Labor responded to the question “What does the ideal Tempe Fire Department look like 5 years from now?” by creating a vision that included the following elements:

Fire Department Vision Elements: November 2011

Provide Innovative and Quality Service	Prepare, Protect & Support Our Members	Leverage Technology	Prevent Harm	Informed & Involved Community	Collaborative Labor/Management Relationship	Fiscally Responsible	Safe & Modern Facilities & Apparatus
Enhanced service delivery model	Knowledgeable highly trained staff & above and beyond standards	Data Collection & Analysis Section	Continued emphasis on fire protection and public education	Community & citizen involvement in all aspects	Strong labor/management relationship	Fiscal responsibility	Facilities are modern and maintained
ALS service delivery with all TFD apparatus	Quality, diverse people	Measure level of service through technology	Strong fire code & education division				
Programs are in place and reduce the calls for non-emergency response	Training of members in all aspects of their job description	Efficient & productive data management					
Resources appropriately deployed	Adequately support all operations						
Stations located appropriately	Succession planning (redundancy)						
Staffing & apparatus reflect community needs	Proactive safety and risk management						

SWOT Analysis

As part of the strategic planning process, Management and Labor conducted an in-depth SWOT analysis designed to identify the internal strengths and weaknesses of the department as well as external opportunities and threats that the Fire Department is facing.

2011 TFD Strategic Planning Retreat: SWOT Analysis

Internal	
Strengths	Weaknesses
Public support	ISO-2
Fiscally responsible	Cost of doing business
Energetic, smart & likeable people	Length of time for decision making
Creative problem solvers	Lean support staff
Excellent training (internal members) exceeds training standards	Training
State of the art protective equipment	Data collection & analysis
Members are dedicated & committed	Managing resources/ deployment model
Good labor/management process	Communication (line level & labor management)
Commitment to safety	Fleet management (e.g., engine 272)
Staffing maintained	Frequency of inspections (fire code) & public education
Accredited against best practices & standards	Succession planning (especially IT & community relations)
Automatic aid/regional partners	Planning for an aging workforce
Public/private partnerships	Grant management
Provide quality/excellent service	EOC/emergency preparedness
Opportunities	Threats
Medical transportation	Change in customer diversity (language barriers)
Volunteers	Demographic change in Tempe population (e.g., aging population)
Partnerships in training	Building up/growing population
Partnerships in education	Grant availability
Selling ourselves (PIO, etc.)	Decrease in budget
Interns	Ending of temporary sales tax
Grants	Public image/perception
Private sector partnerships	Privatization
Community involvement	Health care reform
ASU partnerships	RWC (funding and changing expectations)
Technology advancements	Private ambulance providers
Diversity and demographic change	All hazards commitment
Fire station location study	
Partnering with specialty groups	
External	

Positive

Negative

Community Feedback

The strategic planning process also included a community forum that provided command staff with an opportunity to communicate with citizens and community representatives. Community members included representatives from Tempe St. Luke Hospital, the Diversity Department, C.E.R.T./Volunteers, the Tempe Union High School District, City of Tempe Retirees, CARE7/Social Services, Tempe Leadership, the Down Town Community, and H.U.R.T., the faith based community. Community members responded to several focus questions regarding community priorities and the Fire Department.

Tempe Fire Department Strategic Planning: Community Feedback November 2011

1. What community programs and services provided by the Fire Department are priorities to you?

Put the fire out
 C.E.R.T. Program
 Communication between the Department and H.U.R.T. (faith based community)
 When we are hurt or scared, we want the TFD to show up
 Rapid response
 Top notch expertise
 Calm/Professional/Capable quality of service
 Broader based emergency preparedness – especially in the schools, good collaboration
 Volunteerism
 Vial of Life Program
 Protection, prevention, and preservation
 Providing fire suppression and EMS
 Education-for safety and well-being
 Trained for hazardous materials response, technical rescue

2. What expectations do you have for the Fire Department?

Disability accessibility in emergency situations
 Work on emergency preparedness in the schools
 Emergency shelters for animals during a crisis
 Effective communication – City/schools/HURT as an example
 Partner with schools to use their phone system to communicate to the masses
 Further education in other areas to add onto CERT training, like CCR or working with animals
 Continue to pursue grant opportunities
 Building a good rapport with patients
 Wellness checks
 Develop effective communications
 Knowing the people in your community and their needs
 Work together with the citizens to communicate and educate them
 FD/Police/Community Groups all working together
 Ensuring the safety of first responders
 Ensuring TFD training and practice as needed to remain premier providers
 Sworn and non-sworn to provide premier customer service
 To work effectively with other fire and emergency providers
 I expect the TFD to be open and willing to look at new and innovative ways to deliver service.

3. What concerns does the community have about the Fire Department and its services?

Funding- threats of budget cuts, how to maintain service with reduced funds. Also making sure that spending is done on core services
 Ageing population- special needs
 Hoarding
 Cultural diversity awareness (75 different languages in the schools)
 Density and high-rise responses

Sustainability and quality of life are critical components of maintaining a vibrant city. TFD is a major contributor to sustainability for all of our citizens, business owners, social service organizations, schools, visitors, etc. It contributes to economic sustainability through its continuous delivery of quality services. Very few people want to set up businesses or live/work/spend in communities without adequate fire and emergency services. It contributes to social sustainability by making every person feel safer. Knowing that TFD is only a call away provides piece of mind. TFD also promotes connectedness among citizens through its educational activities, special events and physical presence. TFD is also a major contributor to environmental sustainability due to the special services it delivers. The cost of supporting TFD greatly outweighs the costs that would be incurred if it was not supported. As decisions are made, those two areas must be considered- what is the cost of doing and what is the cost of not doing.

City Leader Input

As part of the strategic planning process, Tempe Fire Department Management and Labor also heard from City Leaders about the current realities (opportunities and challenges) facing the city and the Fire Department.

Issues Raised by City Leaders

- There is a need to evaluate medical transportation services and the role that the Tempe Fire Department may potentially play in these services.
- Although there is a lot of economic uncertainty, over the next few years there are likely to be continuing financial challenges that necessitate continuing pressure for Departments to cut back.
- Departments should focus on developing strong performance measures to justify need for financial resources.
- Human Resources is going to be undertaking a comprehensive rewrite of the City of Tempe rules and regulations next year.
- The Fire department is going to be expected to initiate e-performance for employee evaluations.
- Tempe needs to increase private investment in the city.
- Over the next few years, the number of high rise apartments is likely to increase (ASU students are migrating out of the neighborhoods to these apartments) and the Downtown will become even more of an entertainment district (more bars and restaurants).
- The Tempe residential population will continue to age over the next decade.
- Over the next few years, there will be more mixed use buildings with less parking.

Strategic Directions, Objectives & Strategies

The final part of the strategic planning process involved the building of a strategic plan for the Fire Department. Management and Labor responded to the question "What are the new services, programs or improvements that will help us reach our vision?" Through a process of clustering individual and group ideas, command staff created specific strategic directions, objectives, and strategies that could be accomplished over the next five years.

Tempe Fire Department Strategies: November 2011

#	Strategic Direction/Objective/Strategy	Start Year
STRATEGIC DIRECTION 1: Protect our Community through Effective & Efficient Service Delivery		
Objective: 1.1 Planning for the future		
1.1.1	Conduct a facility and deployment study.	FY12/13
1.1.2	Study options for EMS transportation.	FY12/13
1.1.3	Evaluate and/or implement identified accreditation strategic recommendations.	FY12/13
Objective: 1.2 Managing our assets through fiscal responsibility		
1.2.1	Overhire for planned retirements.	FY12/13
1.2.2	Expand utilization of interns and volunteers.	FY12/13
1.2.3	Review under funded programs & develop plan to support these programs.	FY13/14
1.2.4	Develop a succession plan.	FY13/14
Objective: 1.3 Utilizing data & technology to manage resources		
1.3.1	Use data to manage and evaluate deployment of resources & enhance models to maximize efficiencies and response times.	FY12/13
1.3.2	Reorganize Deputy Chiefs to implement 56hr shift Commanders and 40hr Section Managers.	FY14/15
1.3.3	Convert ladders to ALS.	FY13/14
1.3.4	Establish fire apparatus performance measures.	FY12/13
STRATEGIC DIRECTION 2: Enhance Community Partnerships		
Objective: 2.1 Improving life safety through education, engineering & enforcement		
2.1.1	Increase frequency of code and life safety inspections.	FY12/13
Objective: 2.2 Engaging the community		
2.2.1	Develop videos on website for citizens.	FY13/14
2.2.2	Develop training & educational materials for educating the community on the Fire Department.	FY13/14
2.2.3	Incorporate community involvement into organizational functions (e.g. teams, academy, and public information office).	FY14/15
2.2.4	Create and implement a media plan.	FY13/14
STRATEGIC DIRECTION 3: Support Our Members		
Objective: 3.1 Fostering a culture of inclusion		
3.1.1	Establish an annual labor/management retreat.	FY12/13
Objective: 3.2 Providing quality service through training		
3.2.1	Implement professional development programs (i.e. Chief Ofcr., Company Ofcr., and Engineer).	FY14/15
3.2.2	Enhance training and education of staff members for EOC/All Hazards operations.	FY13/14
3.2.3	Identify and implement ways to provide standardized in-service training.	FY13/14
3.2.4	Identify emergency preparedness gaps.	